

The Role of Village-Owned Enterprises (BUMDes) in Empowering the Community of Kalukubula Village

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Abstract

Purpose: This research aims to determine the role of BUMDes Mutianganaku Mandiri in empowering the community in Kalukubula Village.

Methodology/approach: This study used a descriptive qualitative approach and was conducted from March to May 2024 in Kalukubula Village, Sigi Biromaru District. Data were collected through interviews and field observations involving village officials, BUMDes managers, and residents, and were analyzed through data reduction, data display, and conclusion drawing.

Results/findings: Based on the research results, it was found that the various types of businesses managed by BUMDes Mutianganaku Mandiri are part of an empowerment system, where the aim of empowerment is to help the community become more prosperous.

Conclusion: BUMDes Mutianganaku Mandiri plays a strategic role in empowering the Kalukubula community by managing local business units that improve access to basic needs, create jobs, and encourage community participation. It also supports social empowerment through environmental and tourism initiatives. However, limited human resource capacity and technical support remain challenges, highlighting the need for management training, institutional strengthening, and stakeholder collaboration to ensure sustainable community benefits.

Limitations: This study, limited to Kalukubula, lacks generalizability and in-depth analysis. Limited expertise in BUMDes also hinders optimal management.

Contribution: This study highlights BUMDes' role in community empowerment through local business management and serves as input for improving its performance and impact.

Keywords: Community Empowerment, Kalukubula Village, Local Development, Role of BUMDes, Rural Economy.

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1. Introduction

Development aims to achieve self-reliance, including within the scope of rural development. The government has sought to develop rural areas through community empowerment processes. These efforts are carried out by increasing the productivity and diversification of rural enterprises, providing facilities and infrastructure that support the village economy, strengthening institutions involved in production and marketing chains, and optimizing the use of resources as the foundation for rural economic growth (Darwita & Redana, 2018). The government continues to strive to improve rural community welfare through various programs and policies. Given that villages constitute the economic and sociocultural foundation of the nation, community empowerment has become an integral part of national development (Mutiara, 2020).

Empowerment is an important step in improving community welfare. Welfare refers to a condition in which individuals feel physically and emotionally fulfilled. In general, a person is considered prosperous when they have the opportunities and capabilities to fulfill basic human rights, including access to food, clothing, housing, education, and health care services. In contrast, inner well-being encompasses feelings of happiness, being valued, freedom from fear or threats, and the freedom to express opinions in public spaces. Empowerment is a process aimed at fostering strength, capacity, support, and motivation within communities so that their potential can be optimally developed.

Therefore, empowerment is essential to ensure equal opportunities for all members of society to obtain their rights (Humaira, 2022). One approach that can encourage such empowerment is through Village-Owned Enterprises (Badan Usaha Milik Desa/BUMDes). BUMDes are designed to independently manage village resources to accelerate economic development and generate social benefits for the community. In addition, BUMDes play a role in creating employment opportunities, increasing income, and encouraging active community participation in village economic activities. With transparent management and community involvement, BUMDes are expected to be the main drivers of sustainable village development.

Villages play a crucial role in national development as they represent the smallest foundation of the governmental structure. Villages have significant potential because of their large populations and abundant natural resources. Nevertheless, local-level development still exhibits many shortcomings (Pebrianto, Angkasa, Edelweis, Lestayanti, & Putri, 2024). These development constraints are primarily caused by two main factors: inadequate human resource quality and limited financial capacity. To address these challenges, the government has allocated funds for village development programs, one of which is through Village-Owned Enterprises (BUMDes) (Prasetyo, 2020).

The management of BUMDes is entirely handled by the village community itself, based on the principles of “from the village, by the village, and for the village.” BUMDes operate by integrating various economic activities in the village. Through this approach, collective village enterprises can function more effectively and generate higher income (Agunggunanto, Arianti, Kushartono, & Darwanto, 2016). BUMDes seek to improve outputs and work quality by embracing economic activities through professional economic institutions, while remaining grounded in the village’s natural potential (Dahiba, Lukum, Djaafar, & Al Hamid, 2022)

Village-Owned Enterprises (BUMDes) were established to support community empowerment efforts. This is regulated under Law Number 23 of 2014 on Regional Government, Article 87, Paragraph (1), which states that villages may establish BUMDes in accordance with their needs and potential. This provision is further reinforced by the Government Regulation Number 43 of 2014. BUMDes are formed as economic institutions that can drive change and improve community welfare. They possess significant potential and are expected to serve as engines of economic development at the village level in India. Meanwhile, Article 1 of Law Number 6 of 2014 on Villages stipulates that BUMDes are business entities whose capital is wholly or largely owned by the village through direct investment originating from separated village assets, intended to manage assets and other businesses for the welfare of village communities (Lahada & Thomassawa, 2022).

Kalukubula Village, located in the Sigi Biromaru District of Sigi Regency, has considerable potential to enhance its local economy. One strategic solution for empowering the community and optimizing this potential is the establishment of a Village-Owned Enterprise (BUMDes) (Verti, Yunus, Jokolelono, Sading, & Paskual, 2024). BUMDes serve as village economic institutions managed jointly by the village government and the community, with the objective of improving welfare through the management of locally based enterprises. BUMDes not only function as effective and beneficial platforms for managing village resources but are also expected to encourage active community involvement in economic activities to increase household incomes. This study aims to examine the role of BUMDes Mutianggaluku Mandiri in efforts to empower the community in Kalukubula Village (KaryanaA, 2019).

2. Literature Review

2.1 Village-Owned Enterprises (BUMDes)

Village-Owned Enterprises (Badan Usaha Milik Desa/BUMDes) can be understood from the meaning of each term: “business entity” refers to a unit based on legal, technical, and economic principles with the objective of generating income; “owned” indicates ownership or possession; and “village” is defined as a populated area with autonomous rights (Ihsan & Setiyono, 2018). Accordingly, BUMDes are legally established business entities operated by village governments to develop the community’s economic sector (Firdaus, 2020). BUMDes constitute one of the strategies to stimulate village economic growth through active community involvement in planning and implementing various development programs. The main objectives of BUMDes are to enhance community capacity to manage village economic potential, promote economic growth and equitable distribution, and increase village community income. In addition, BUMDes seeks to improve welfare through the enhancement of public services (Satria & Redhani, 2020).

Village-Owned Enterprises (BUMDes) are business units established by village governments in collaboration with the community to support village growth and self-reliance. Their establishment is based on the principles of optimal resource utilization, skills development, and business sustainability. Thus, BUMDes function as both social and commercial institutions (Dharma, Suryawan, & Putra, 2023). As social institutions, BUMDes provide economic services to the community, such as financing small enterprises, distributing basic necessities, and managing agricultural and fishery products. Meanwhile, as commercial institutions, BUMDes are expected to increase Village Original Revenue (Pendapatan Asli Desa/PADes). Overall, BUMDes serve as a crucial pillar in village economic development, grounded in local wisdom and community participation. With proper management, BUMDes can become sustainable instruments for community empowerment (Hasanah, Muclisin, Ayuni, & Nurfiti, 2021).

2.2 The Role of Village-Owned Enterprises (BUMDes)

Village-Owned Enterprises (BUMDes) play an important role in improving the village economy by managing available resources. As a platform for village communities, BUMDes helps develop enterprises aligned with village potential, thereby encouraging comprehensive improvements in community welfare.

According to (Fkun, 2019) the roles of BUMDes in enhancing the community economy include the following:

1. BUMDes are responsible for building and developing the economic potential and capabilities of village communities to improve their economic and social welfare.
2. BUMDes play an active role in improving the quality of life of village communities.
3. BUMDes must have a clear institutional structure and legal status.

BUMDes serve as key drivers in developing economic activities that generate positive impacts by utilizing village potential in the agricultural, trade, services, and tourism sectors. This role also includes job creation, increasing community income, and strengthening local small businesses. Socially, BUMDes also play a role in providing basic services to village residents, including basic necessities, clean water management, and local transportation services. These efforts aim to support economic equity and reduce social disparities.

BUMDes are expected to enhance the welfare of village communities and encourage more stable and sustainable local economic growth. They also contribute to strengthening the village’s economic and social capacities, which support development and empower the community. BUMDes do not focus solely on economic activities; they are also involved in social initiatives that strengthen social cohesion within the community. Through various business units and community service activities, BUMDes facilitates community participation in managing village potential independently and sustainably.

2.3 Community Empowerment

Empowerment is closely related to power. Power refers to an individual’s ability to control themselves

and influence others in achieving shared goals while considering the needs and wishes of others. In this context, empowerment can be interpreted as a process of strengthening disadvantaged groups while reducing excessive power to achieve balance (Putra, Efendi, Syarief, Yanfika, & Listiana, 2025). Through empowerment, individuals or groups that were previously less empowered can gain access, opportunities, and skills needed to improve their quality of life and to participate actively in decision-making processes that affect their lives.

(Suharto, 2009) explains that community empowerment is a series of efforts to strengthen weak community groups, including individuals experiencing poverty-related problems. The purpose of empowerment is to create conditions in which communities possess the knowledge and ability to meet their living needs, physically, economically, and socially. This is reflected in self-confidence, the ability to voice opinions, employment, participation in social activities, and independence in carrying out daily life. Empowerment implies equitable sharing of power, which aims to increase the awareness and strength of disadvantaged groups and to expand their influence over development processes and outcomes (Wijayanti, Khoirunnisa, Damayanti, & Handayani, 2025).

According to (Yasin, 2015) community empowerment policies can be categorized into three groups:

1. Policies that are not directly aimed at the community but contribute to creating a supportive environment for social and economic activities.
2. Policies that directly aim to improve the community's economic activities include:
3. Special policies directly target disadvantaged communities through specific programs.

3. Research Method

This study employs a descriptive qualitative approach aimed at gaining an in-depth understanding and description of the role of the Village-Owned Enterprise (Badan Usaha Milik Desa/BUMDes) Mutianganluku Mandiri in the community empowerment process in Kalukubula Village, Sigi Biromaru District, Sigi Regency. The research will be conducted from March to May 2024. The primary data source for this study was primary data obtained through interviews and direct observations. Interviews were conducted using a semi-structured format with an open-ended question guide to allow flexible and in-depth data exploration. Interviews were conducted with key informants, namely the management of BUMDes Mutianganluku Mandiri, village officials, and several residents involved in BUMDes activities. The interview process was conducted face-to-face at the BUMDes activity sites and/or the village office, with each session lasting approximately 30–60 min.

In addition, the researcher conducted participant observations of several business units managed by BUMDes, such as a basic-needs kiosk (kios sembako), tent rental services, and the management of village agricultural land. Observations were conducted concurrently with the interviews and during several routine village activities. The observed aspects included the interactions between BUMDes managers and the community, business service processes, and residents' participation in village economic activities. The collected data were analyzed using the qualitative data analysis technique of which consists of three main stages: (1) data reduction, filtering, and selecting important information from interview and observation results; (2) data display in the form of narratives and thematic tables to facilitate understanding; and (3) drawing conclusions and verification based on consistent patterns of findings in the field.

4. Results and Discussion

4.1 Results

The findings in this section were obtained through in-depth interviews and participant observations conducted by the researcher with the management of BUMDes Mutianganluku Mandiri, the village government, and the residents of Kalukubula Village. The interviews were conducted in a semi-structured manner from March to May 2024 and focused on exploring the forms of business unit activities and their impact on village community empowerment. Observations were conducted at the sites of operating business units and those still under development, including BUMDes Mart, the Galian C site, the waste management area, and the green open space (Ruang Terbuka). The following findings were compiled based on triangulation between the interview data and the researcher's direct

field observations. The main findings indicate that BUMDes Mutiangularku Mandiri operates several business units based on local potential to improve community welfare. Each business unit has different mechanisms and forms of empowerment, which are adapted to local conditions and community needs.

BUMDes is an economic institution whose primary capital originates from the village and is obtained through direct investment from separated village assets. This institution is responsible for managing enterprises, utilizing village assets, expanding businesses, improving performance outcomes, providing services, and operating various other types of businesses with the main objective of improving the welfare of the village community (Wahyuni, 2020). Through BUMDes, previously underutilized village potential can be transformed into new economic opportunities for both the community and the village. This can encourage more equitable and sustainable local economic growth in the future. Transparent and professional management is a key factor in the success of BUMDes in delivering benefits to all village residents. Thus, well-informed decision-making can enhance community welfare sustainably.

The BUMDes in Kalukubula Village derives its name from Mutiangularku: "Mutia," which refers to the purity of coconuts, and "Permata Kelapa" (Coconut Jewel), which symbolizes a strong tree and implies that everything can be beneficial to the community. This name reflects the hope that BUMDes Mutiangularku Mandiri will become a source of strength and benefit sustainable village development. The establishment of BUMDes Mutiangularku Mandiri aims to realize the welfare of the people of Kalukubula Village progressive, independent, prosperous, and democratic through the development and management of economic enterprises and social services (Ekawati & Sari, 2024). BUMDes Mutiangularku Mandiri was established in 2015 with an initial capital of IDR 34 million from village funds under the previous leadership. It subsequently received additional capital injections in 2022 amounting to IDR 25 million, in 2023 amounting to IDR 200 million, and in 2024 amounting to IDR 150 million under the new leadership of BUMDes Mutiangularku Mandiri (Source: Interview results with the Chairperson of BUMDes Mutiangularku Mandiri).

UMDes were established by the village government to improve community welfare in the villages. With the support of village funds, BUMDes are expected to serve as key capital in linking efforts to strengthen the rural economy (Berutu, 2019). The development of BUMDes Mutiangularku Mandiri in improving the community's economic welfare has been implemented gradually.

1. Developing business units in accordance with village potential.
2. Enhancing the capacity of management to administer village assets is also important.
3. Improving business operations so that they perform better and have opportunities for growth.
4. Strengthening village economic institutions.

The development of BUMDes in Kalukubula Village, Sigi Biromaru District, Sigi Regency, requires systematic and sustainable efforts to empower the community's economy. The goal is for BUMDes to manage economic potential and build business networks to enhance village competitiveness through:

1. Capacity building for BUMDes through training covering institutional aspects, human resources, and business development is also important.
2. Continuous socialization of BUMDes so that the community increasingly understands and supports the sustainability of village enterprises is necessary. To support this, BUMDes Mutiangularku Mandiri currently operates in several business fields and has additional business areas planned for future development.

Villages have substantial development potential. Well-preserved natural resources and the availability of adequate human resources can be optimized to support various community-empowerment initiatives. For these potentials to provide maximum benefits, good planning and active community participation in management are required (Nisaa & Hidayati, 2022). Based on an interview with the Chairperson of BUMDes Mutiangularku Mandiri, the role of BUMDes Mutiangularku Mandiri in community empowerment is realized through the management of business units tailored to village potential and needs, including:

4.1.1 BUMDes Mart and MSMEs Unit

In this business unit, BUMDes Mutiangularku Mandiri creates market opportunities for the community by helping to market residents' products, such as cakes, chips, and other processed goods. Through this support, community income is expected to rise.

BUMDes Mutiangularku Mandiri also cooperates with Pertamina as an agent to supply 3 kg LPG cylinders so that residents can obtain gas at an affordable price and not at the same price as in the market. In addition, BUMDes Mutiangularku Mandiri collaborates with Bulog to provide rice, cooking oil, and other basic necessities that the community can purchase at lower prices. This also provides opportunities for residents who wish to resell these goods to gain maximum profit, thereby allowing their businesses to grow.

4.1.2 Production and Management of Galian C Unit

This unit covers the sale of sand and gravel products. BUMDes Mutiangularku Mandiri cooperates with a company to market the extracted products to the community, thereby facilitating public access to sand and gravel. The sand and gravel extraction process is carried out along the riverbanks by involving local residents as laborers who are then paid wages.

Community empowerment in the production and management of galena C by BUMDes Mutiangularku Mandiri can be seen in its efforts to create employment opportunities for nearby residents and facilitate public access to extraction products through cooperation with the company.

4.1.3 Environmental and Tourism/Green Open Space (RTH) Unit

This unit is responsible for waste management and tourism/RTH (Ruang Terbuka Hijau/Green Open Space). Although this unit is still under development, several activities have already been implemented, particularly in the environmental sector related to waste management. Community members are empowered to collect household waste and dispose of it at public disposal sites. This activity is expected to create a cleaner environment in Kalukubula Village in the future. Previously, a cooperation agreement between a company and BUMDes Mutiangularku Mandiri was arranged, in which collected waste would be processed into fertilizer or handicrafts. However, this cooperation was not implemented as intended. Consequently, waste collection is now conducted independently by the community. In this context, BUMDes Mutiangularku Mandiri acts as a form of legitimacy, serving as an institution that provides legal and official support for community-based waste management activities in Kalukubula Village.

For the tourism sector, this unit is still under development, focusing on managing Taiganja Park and developing culinary tourism in the RTH area. The role of BUMDes is to help manage and empower the existing culinary tourism system in the RTH area, but at present, BUMDes Mutiangularku Mandiri is still awaiting a formal handover from the Village Government.

4.2 Discussion

To enhance the village economy and utilize existing potential, Village-Owned Enterprises (Badan Usaha Milik Desa/BUMDes) are established and independently managed by village communities. In addition, BUMDes foster the spirit of mutual cooperation (gotong royong) and self-reliance in village development. Through community-based management, BUMDes contribute to improving residents' welfare and optimizing village potential. The operational mechanism of BUMDes is aligned with local community economic activities, which are consolidated under a professionally managed business entity while still upholding local values and characteristics. Therefore, the primary objective of BUMDes management is to empower village communities to develop economic enterprises independently, thereby improving their welfare and maximizing their potential. In the future, BUMDes are expected to become a pillar of national self-reliance and a platform for community economic activities that grow in accordance with village uniqueness to achieve shared prosperity.

BUMDes plays a crucial role in empowering village communities and improving their economic welfare. BUMDes Mutiangularku Mandiri drives the village economy by managing available resources. BUMDes Mutiangularku Mandiri determines the types of businesses to be developed by

first identifying village potential and then aligning them with the community's needs. In the agricultural sector, available land continues to shrink because much of it has been converted into housing. In the fisheries sector, a feasible business option is cultivation using tarpaulin ponds, and several residents have already engaged in tarpaulin pond aquaculture. Meanwhile, in the livestock sector, constraints arise from limited land that no longer functions effectively. Therefore, each sector presents its own challenges that must be considered before deciding which types of businesses to operate in.

The business units managed by BUMDes Mutiangularku Mandiri are part of an empowerment system aimed at helping the community achieve greater welfare. The intended empowerment is to encourage residents to become more confident, independent, and less reliant on others. BUMDes Mutiangularku Mandiri provides convenience for the community through partnerships, such as cooperation with private companies in marketing galian C products, and collaborations with Pertamina and Bulog. These partnerships are expected to help reduce residents' living costs so that they can save expenditures and increase their income. In the management system of BUMDes Mutiangularku Mandiri, community members cannot be directly involved, particularly in decision-making related to BUMDes, due to regulations established by the BUMDes management. Nevertheless, the community is still given the opportunity to participate. Even so, the management of BUMDes business units is consistently adjusted to community needs and interests so that the benefits can be felt widely by the community.

Currently, BUMDes Mutiangularku Mandiri plans to add a new business unit in the field of food security by collaborating with a government program to provide free nutritious meals. In this program, BUMDes Mutiangularku Mandiri serves as a supplier of raw materials and seeks a kitchen location for the production of meals. Funding for the food security program comes from capital participation by the village government. The initial stage of establishing a new business unit at BUMDes Mutiangularku Mandiri is to identify and explore the existing village potential. Business formation should not be carried out arbitrarily without considering community needs so that the units established can operate optimally and provide tangible benefits for village residents (Source: interview results with the Chairperson of BUMDes Mutiangularku Mandiri). Therefore, BUMDes management needs to consider community needs and demands when determining business types. Thus, each designed business unit is expected to improve the village economy and meet community expectations and needs.

One of the challenges faced by the village government in optimizing the role of BUMDes Mutiangularku Mandiri is the lack of skilled experts in management. To encourage the progress of BUMDes and increase revenue, innovation and appropriate strategies are needed, including the involvement of experts with relevant experience. With skilled personnel, BUMDes can be managed more professionally and generate greater benefits for the village community than without. Therefore, it is very important for the village government to ensure that BUMDes is managed by human resources with experience in business management so that it can deliver a positive impact on the village economy. To address these challenges, capacity-building efforts and cooperation among various institutions, community groups, and village policy support are required so that BUMDes Mutiangularku Mandiri can continue to develop sustainably (Source: interview with the Head of Kalukubula Village).

As a capacity-building effort, the Village Government provided business management training to the management of BUMDes Mutiangularku Mandiri. However, training needs to be optimized to further improve the managers' ability to run BUMDes professionally. Higher-quality training will enable BUMDes to operate more effectively and provide greater benefits to the village residents. In addition, the village government evaluates the impact of BUMDes on the community's economy through periodic reports from BUMDes managers. These reports cover business progress and various constraints encountered during implementation. To support sustainable cooperation, the village government continues to maintain good communication with BUMDes as a key partner in advancing the village's economy. This is because a lack of transparency from BUMDes can become a serious barrier to appropriate policy-making.

BUMDes Mutiangularku Mandiri has provided tangible benefits for the people of Kalukubula Village. These benefits include increasing residents' income by helping market MSME products, thereby providing additional earnings for the village households. In addition, BUMDes facilitates community access to basic necessities such as rice, cooking oil, and 3 kg LPG gas at prices more affordable than market prices, thereby easing the community's economic burden. BUMDes also creates jobs through business units such as Galian C, which involves local residents as workers and helps reduce unemployment. These efforts not only reduce the economic burden on residents but also encourage the overall development of village economies.

The community hopes that BUMDes Mutiangularku Mandiri will continue to develop in the future by helping to expand community businesses and providing greater benefits for the village. Given the differing levels of knowledge among residents, the community also expects BUMDes to provide a better understanding of how to manage businesses. In addition, BUMDes Mutiangularku Mandiri is expected to operate more optimally to meet community needs, such as ensuring the availability of LPG cylinders, which have occasionally experienced delivery delays. With support from the village government and community, BUMDes is expected to become an independent and growing center of the village economy.

Research on the role of BUMDes Mutiangularku Mandiri in empowering the people of Kalukubula Village is in line with the study conducted by (Rahayu & Febrina, 2021), which explains the importance of BUMDes Nibung Gembang for the community of Sungai Nibung Village as an effort to improve villages through economic growth and the realization of community welfare, by providing services to the community and developing village potentials, thereby increasing the economy of both the community and the village. With its own revenue, the village can carry out development without relying solely on government assistance.

Similarly, (Najiah, 2022) examined the role of BUMDes Jatimakmur in Jatirejo Village and showed how BUMDes helps improve community welfare through the utilization of business units that drive local economic growth. BUMDes Jatimakmur not only supports business activities carried out by the community and village groups, but also creates jobs, reduces unemployment, and increases Village Original Revenue (PADes) through the utilization of its business units. These studies found that BUMDes plays a strategic role in empowering and improving the welfare of village communities. This role aligns with what BUMDes Mutiangularku Mandiri has undertaken in Kalukubula Village, where it has developed various business units based on local potential to promote village economic growth and empower surrounding communities.

5. Conclusion

5.1 Conclusion

Based on the research findings, it can be concluded that BUMDes Mutiangularku Mandiri plays a strategic role in community empowerment in Kalukubula Village, Sigi Biromaru District, and Sigi Regency. This role is manifested through the management of various business units tailored to local potential, such as the BUMDes Mart unit, community MSME enterprises, galangan C management, and the development of environmental and tourism units. The presence of this BUMDes has made a tangible contribution to improving community access to basic necessities at affordable prices, creating employment opportunities, and encouraging active community participation in village economic activities. In addition to its economic role, BUMDes supports social development by involving the community in environmental management and planning for tourism development based on Green Open Spaces (RTH). This indicates that BUMDes functions not only as an economic instrument but also as an inclusive platform for social empowerment in rural areas.

Nevertheless, the management of BUMDes Mutiangularku Mandiri still faces several challenges, particularly related to limitations in human resources that are not yet fully professional and the lack of technical assistance in business development. Therefore, continuous improvement efforts are required through management training, strengthening institutional capacity, and collaborating with other

stakeholders. With more optimal management, BUMDes is expected to provide greater and more sustainable benefits for the people of the Kalukubula Village.

5.2 Recommendations

BUMDes Mutianganlu Mandiri is expected to continuously improve the quality of its business unit management through ongoing training. In addition, BUMDes should adopt a more open approach to decision-making so that the community feels involved and motivated to support every program that is implemented. In this way, BUMDes Mutianganlu Mandiri will have greater opportunities to grow and deliver broader benefits to the people of Kalukubula Village.

5.3 Limitations

This study had several limitations that should be considered when interpreting the findings. First, the scope of this research is limited to a single village, namely Kalukubula Village, Sigi Biromaru District, Sigi Regency. This single-location focus limits the generalizability of our findings. In other words, the results may not be fully applicable or directly transferable to other villages with different geographical, social, economic, and cultural characteristics. Each village has unique dynamics and institutional capacities, which may result in differing levels of BUMDes effectiveness.

Second, this study employs a descriptive qualitative approach to provide an in-depth depiction of field phenomena. However, this method is not designed to systematically analyze causal relationships or quantitatively measure the magnitude of impacts. This study does not comprehensively examine the causal factors or consequences of the successes and challenges faced by BUMDes in community empowerment.

Third, another limitation concerns the number and representation of the informants. Although interviews were conducted with several key informants, they did not evenly represent all segments of the village community. Therefore, further studies with broader coverage and mixed-method approaches are needed to enrich the understanding of BUMDes contributions to village development. Consequently, this study cannot conclusively determine the factors influencing the success or failure of BUMDes. In addition, another limitation lies in the lack of expert personnel within BUMDes Mutianganlu Mandiri, which has affected the suboptimal management of its business operations.

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